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MINUTES

OF THE

CIA CAREER SERVICE BOARD

6th Meeting, 23 April 1953, 4:00 P.M.
DCI's Conference Room, Administration Building

Present: Walter Reid Wolf, DD/A, Chairman
Robert Amory, Jr., ADD/I, Alternate for the DD/I
Matthew Baird, D/TR

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[REDACTED] Alternate for the AD/NE
Charles P. Cabell, DDCI

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[REDACTED] Ch/Operations, Alternate for the DD/P
Lyman B. Kirkpatrick, Inspector General

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[REDACTED] AD/P
[REDACTED] AD/Commo

[REDACTED] Executive Secretary
[REDACTED] Reporter

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1. The minutes of the 5th meeting of the CIA Career Service Board, held 10 March 1953, were approved.

2. Discussion took place regarding the lack of nominations of qualified personnel for attendance at the several Defense Colleges. It was agreed that the Career Service Board mechanism would be utilized to solicit nominations before the extended deadline of 10 May. The Executive Secretary was instructed to prepare memoranda, for the signature of the Chairman, addressed to the several Career Service Boards requesting that they re-canvass their personnel and also that they make appropriate nominations of candidates to the Director of Training.

3. The proposed revision of [REDACTED] covering the CIA Career Service Program, was discussed and approved by vote of 7 to 1 with two modifications (paragraph 4. is changed to read "The CIA Career Service Board supervises...." instead of "controls", and paragraph 5.b.(3) is amended to include a Career Designation for the Office of the Deputy Director (Intelligence)). There was discussion of possible conflict with Agency Regulation [REDACTED] which states that "the Assistant Director (Personnel) is responsible for the development and administration of an Agency-wide personnel program", whereas the Regulation under consideration states that "it is the responsibility of the CIA Career Service Board to develop policy governing the Career Service Program, for approval by the Director and advise him on all matters of personnel policy". It was pointed out, however, that the Career Service Board structure is purely advisory, and that while it may have such responsibilities, line responsibility still lies with the Assistant Director (Personnel).

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It was further stated that it is not inconsistent, nor is effort duplicated, if recommendations go to the Director from more than one source. In effect, the Assistant Director (Personnel) has a choice of recommending through the chain of command, or through the CIA Career Service Board. Since both he and his immediate superior, the Deputy Director (Administration), are members of the Board, the latter channel for personnel policy of basic and long-range import would be more suitable. To insist, however, that the Assistant Director (Personnel) forward recommendations through an advisory body such as the CIA Career Service Board would, in effect, put the Board in the chain of command, a step inconsistent with recognized practice.

4. [REDACTED] was nominated by the Board to replace [REDACTED] whose term had expired.

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5. Mr. Lyman B. Kirkpatrick was nominated by the Board to replace Mr. Walter Reid Wolf as Chairman under provisions of the Regulation as approved in paragraph 3., above.

6. The passage by Congress of a revised and extended Missing Persons Act was noted.

7. The summary of the Strauss Commission Report was noted and it was agreed that the Board reaffirm the position previously taken in regard to Hazardous Duty Pay, i.e., that no supplementary pay program be recommended at this time.

8. The Honor Awards Board report was noted, and the proposed Notice [REDACTED] attached thereto was approved.

9. In regard to the Professional Selection Panel's report, it was agreed that the Panel should be instructed to confine itself to cases involving professional personnel, and further, that "no one will be hired or retained in the Agency who is disapproved by the Professional Selection Panel except by action of the Director of Central Intelligence who should be previously advised of the opinion of the CIA Career Service Board as to the action he should take in the matter".

10. The Professional Selection Panel's paper, "The Process of Selecting New Career Employees", dated 17 April 1953, was then considered. This had been prepared at the request of the CIA Career Service Board in reply to comments of the five principal components of the Agency on the staff study, "Oral Examination of Applicants", dated 3 February 1953. The paper was referred to the several Career Service Boards for their comments, so that this matter could be considered by the Board at its next meeting.

11. The Quarterly Report of the Executive Secretary was noted.

12. General Cabell was invited to attend future meetings of the Board.

13. The meeting was adjourned at 1740 to reconvene at the call of the Chairman.

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THE PROCESS OF SELECTING NEW EMPLOYEES

This material consists of the Professional Selection Panel's report on "The Process of Selecting New Career Employees" and a digest of comments thereon by the Office Career Service Boards.

The CIA Career Service Board at its meeting of 10 March 1953 referred the Staff Study "Oral Examination of Applicants", dated 3 February 1953, with the comments by the head of each of the five major organizational components, to the Professional Selection Panel for specific recommendations with respect to the process of selecting new career employees.

The CIA Career Service Board at its meeting of 23 April 1953 considered the Panel's report of 17 April 1953 but tabled it until the Office Career Service Boards had been given an opportunity to comment on the Panel's conclusions and recommendations. The Panel's report and the digest of comments are attached.

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17 April 1953

MEMORANDUM FOR: The CIA Career Service Board
FROM: The Professional Selection Panel
SUBJECT: The Process of Selecting New Career Employees

1. The Professional Selection Panel was requested by the CIA Career Service Board to make specific recommendations with respect to the process of selecting new employees.

2. We believe that certain basic changes in policies governing career employees are necessary if the Agency's career program is to be effective. Until these basic changes are made it is unrealistic to develop a detailed procedure for selecting career employees.

3. We therefore submit for your consideration the following conclusions:

a. Appointments to the career staff shall be made on a trial-service basis.

b. The trial-service period shall be two years.

c. In exceptional individual cases the initial trial-service period may be extended.

d. On completion of the trial-service period a final determination shall be made as to whether the individual is suitable for career employment.

(1) If found suitable his status as a permanent member of the career staff shall be confirmed.

(2) If found unsuitable his employment as a member of the career staff shall be terminated. Such termination shall not render the individual ineligible for employment by the Agency in another category.

e. Members of the career staff may occupy either non-professional or professional positions.

f. The final determination of suitability for career employment (in d above) shall, for employees in professional positions, be made by a special selection process.

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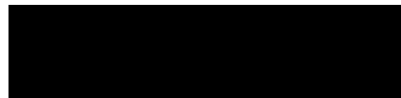
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4. Recommendations

a. That the CIA Career Service Board adopt the above conclusions as Agency policy.

b. That the Board instruct this Panel to develop selection procedures based thereon.

/s/



Chairman

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15 May 1953

MEMORANDUM FOR THE RECORD

SUBJECT: Digest of Comments by the Office Career Service Boards on
"Process of Selecting New Career Employees"

Office of Training

The OTR Career Service Board concurs in the proposal as stated except that it is recommended that paragraph 3.d.(2) be amended by striking the second sentence re eligibility for employment in another category.

Office of Communications

The Communications Career Service Board recommends that:

- a. the proposed trial-service period of two years of paragraph 3.b. be carefully reviewed with respect to possible conflict with the Civil Service probationary period of one year.
- b. the Professional Selection Panel be instructed to develop eligibility criteria for consideration of career staff members coincident with development of selection procedures based on this policy statement.
- c. these criteria be developed in a manner to provide firm guidance in handling career service membership for individuals currently employed as well as for processing new employees.

Deputy Director (Plans)

1. The DD/P Career Service Board concurs in the conclusions stated in paragraph 3. with the following exceptions:
 - a. a one-year trial-service period is sufficient.
 - b. "non-professional" and "professional" positions be clearly defined.
2. The Board recommends that final determination of suitability for career employment be made by the appropriate Career Service Boards of the Agency.

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Office of Research and Reports

The ORR Career Service Board recommends that the CIA Career Service Board not accept the conclusions of this paper and not act favorably on the recommendations.

Office of Collection and Dissemination

The OCD Career Service Board recommends that:

- "a. Since the OCD Board understands that the Professional Selection Panel does not desire to establish a separate career corps, it recommends that the memorandum be re-phrased to avoid possible misinterpretation."
- "b. The Board further recommends that the abolishment of the Professional Selection Panel be considered, since the mechanism for selection of permanent employees presently exists in the chain of command and in the Office Career Service Boards."

Office of Scientific Intelligence

The OSI Career Service Board agrees in principle with the conclusions as stated. However, the Board believes that paragraphs 3.a. and 3.b. should be clarified by considering the possibility of restrictions on employee utilization during the trial-service period and by considering the implications of the Veterans Preference Act of 1944. The Board also believes that paragraph 3.d.(2) denotes an inferior category of employees.

Office of National Estimates

The ONE Career Service Board concurs in the conclusions as stated.

Office of Operations

The OO Career Service Board submits the following comments concerning the Panel's recommendations:

- a. Concurs in paragraph 3.a.
- b. Does not concur in paragraph 3.b.
- c. Does not concur in paragraph 3.c.
- d. Concurs that on completion of the trial-service period a determination should be made of an individual's suitability for career employment.

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- e. Concurs in paragraph 3.e.
- f. The determination of suitability for career employment should continue to be made by the organizations concerned in the light of job performance and development of job responsibility. Such decisions by supervisory personnel are subject to guidance and review by the Office Career Service Boards and to the specifically requested advice from the Professional Selection Panel.

Deputy Director (Administration)

The Office of the Deputy Director (Administration) does not concur in the conclusions as stated.

General Services Office

The GSO Career Service Board concurs in the conclusions as stated except that paragraph 3.d.(2) requires clarification.

Logistics Office

The Logistics Career Service Board concurs in the conclusions as stated except that a one-year trial-service period is believed sufficient.

Medical Office

The Medical Career Service Board concurs in the conclusions as stated except that a trial-service period of one year is believed sufficient.

Comptroller

The Comptroller Career Service Board has made no specific recommendations concerning the Panel's report since it assumed that the results of the 8 May meeting would be considered by the CIA Career Service Board.

Personnel Office

The Personnel Career Service Board submits the following comments:

- a. Concurs in paragraph 3.a.
- b. Does not concur in paragraph 3.b.
- c. Does not concur in paragraph 3.c.
- d. Determination of suitability for career employment must be made sufficiently in advance of the one-year trial period to allow

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for orderly separation processes. No provision should be made, policy-wise, for retaining in another category a person released from employment on a career basis.

- e. Concurs in paragraph 3.c.
- f. The Board feels that the present systems, i.e., Personnel Evaluation Reports with review by the Office Career Service Boards, provides an adequate selection process for career employment under normal circumstances.

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7 May 1953

MEMORANDUM FOR: The CIA Career Service Board

SUBJECT: Training Policies Related to the Agency Career Service Program

I. General Statement:

1. In order that the function of training may be exercised more directly as an integral part of career service in CIA, it is proposed that the CIA Career Service Board review and approve the training policies set forth below.

2. Upon completion of CIA Career Service Board action, the Office of Training will incorporate the approved training policies in applicable Agency regulations.

3. The policies contained herein are deemed pertinent to the objective stated in paragraph 1 above, and are not intended to be all inclusive.

II. Training Policies:

1. Training shall be provided by the Agency only for personnel:

a. who declare their intention to make a career of service with the Agency;

b. whose qualifications indicate capability to meet the objective of the projected training;

c. whose projected training, as determined by the appropriate Career Service Board, will benefit the Agency either by increasing their capability to perform their current duty assignments more effectively, or by preparing them to undertake specified projected duty assignments requiring greater skill or responsibility;

d. whose projected duty assignment, upon completion of training, is officially established within the Agency.

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2. The selection of individuals for training in fixed-quota programs shall be on a competitive basis, and shall be made primarily in the interest of the Agency as a whole, and only secondarily in the interests of the Office or Staff and the individual, in that order. Quotas for such programs shall not be allocated to individual Offices or Staffs within the Agency.

3. Requests for training shall normally be based upon the recommendations contained in the individual's Personnel Evaluation Report(s) and the program for his career development recommended by the Career Service Board concerned.

a. Requests for training, except for Department of Defense schools and colleges, may originate at any level, but shall require affirmative recommendation by the Career Service Board concerned and endorsement by the Office Head or Staff Chief in order to be considered for approval by the Director of Training.

b. Requests for training at Department of Defense schools and colleges may be originated by any individual who meets the basic qualifications required by such schools and colleges, and such requests shall be forwarded to the Director of Training through the Career Service Board and Office Head or Staff Chief concerned even though the recommendation of either or both is negative.

c. Requests for training at Department of Defense schools and colleges may also originate either within an Office or Staff Career Service Board, or the CIA Career Service Board, whenever it is determined that the future duty assignment of the individual requires such training. In such cases, the consent of the individual concerned shall be obtained prior to transmittal of the training request to the Director of Training.

4. Final decision on the selection of individuals for training shall be made by the Director of Central Intelligence or by the Director of Training as set forth below:

a. For training designed to broaden and develop high level executive, policy and planning skills:

(1) The Director of Training shall recommend to the CIA Career Service Board candidates for the top five Department of Defense colleges and for such other training programs as he deems of comparable level.

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(2) The CIA Career Service Board, acting as an Advisory Board, shall review the qualifications of candidates and list candidates in order of preference for the consideration of the Director of Central Intelligence.

(3) Final decision on the selection of candidates for training shall be made by the Director of Central Intelligence.

b. For all other training, final decision on the selection of individuals for training shall be made by the Director of Training, and will not be forwarded to the CIA Career Service Board.

c. The Director of Training may, in his discretion, and normally will, convene Advisory Boards to assist him in the recommendation or selection of individuals for training, as appropriate.

/s/ Matthew Baird

MATTHEW BAIRD
Director of Training

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